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Group 2100

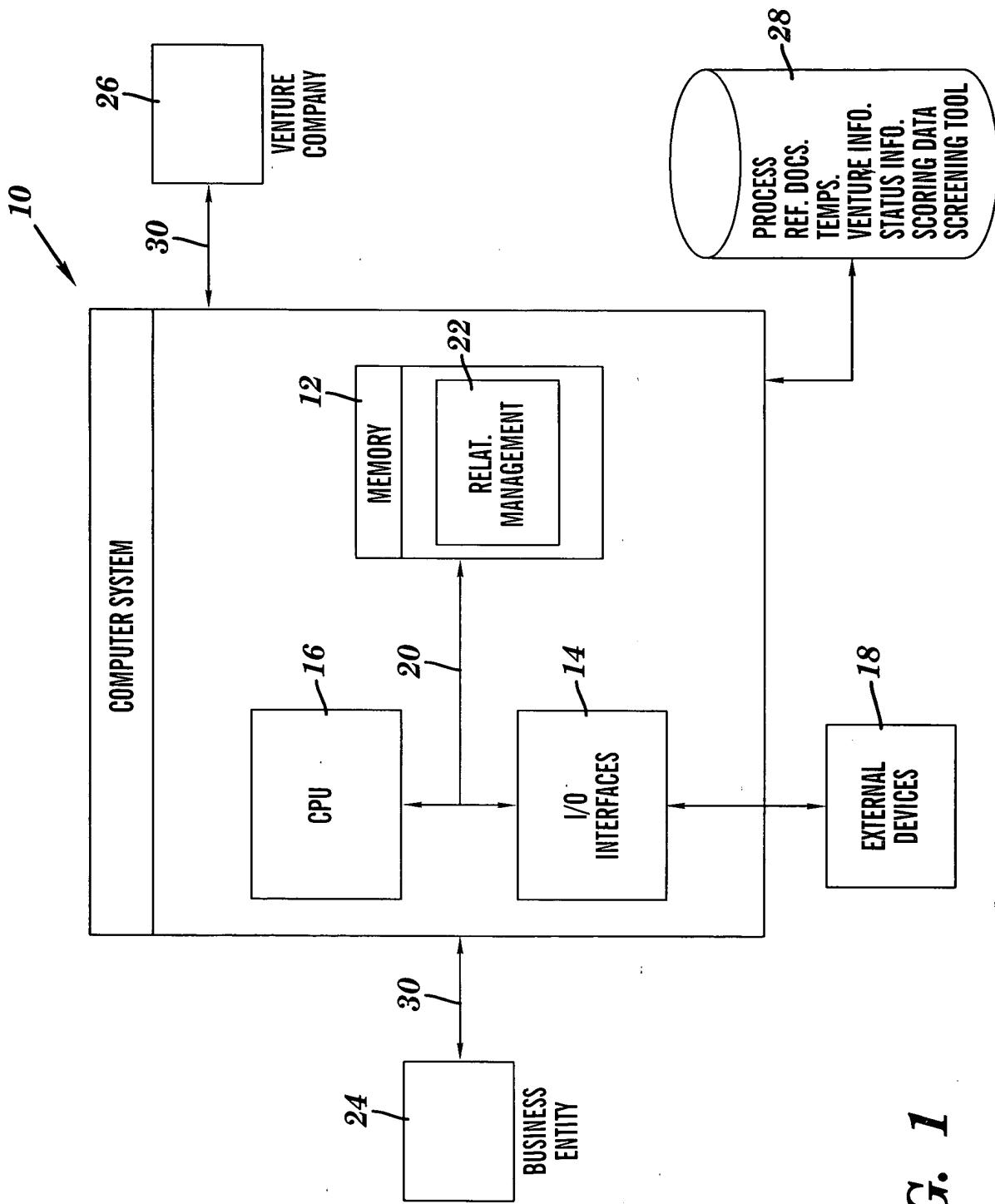


FIG. 1

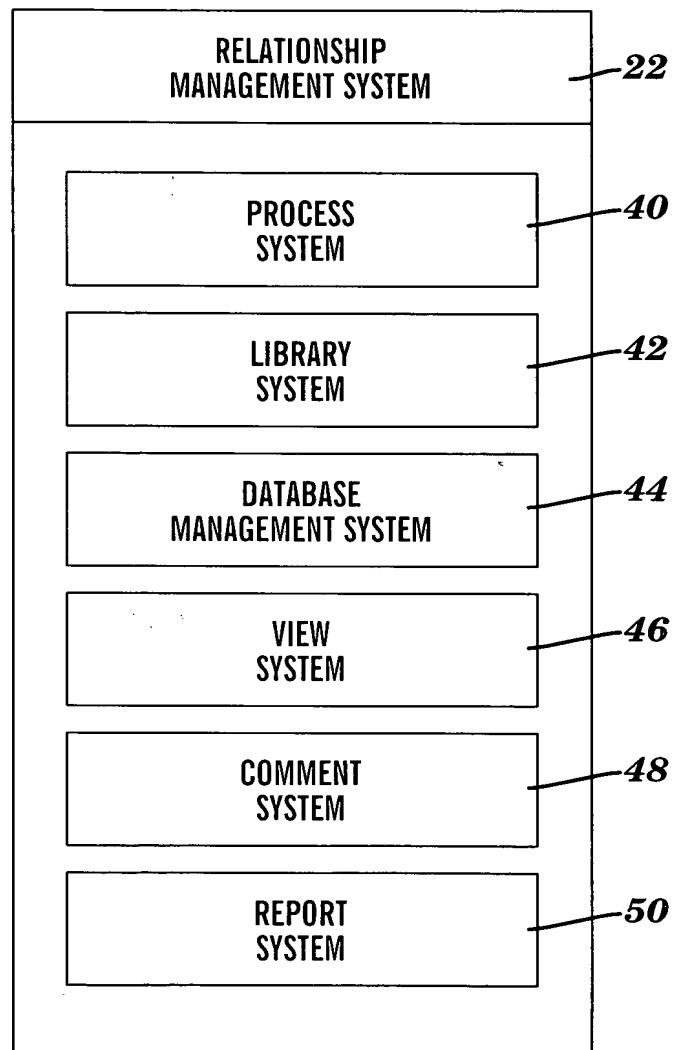


FIG. 2

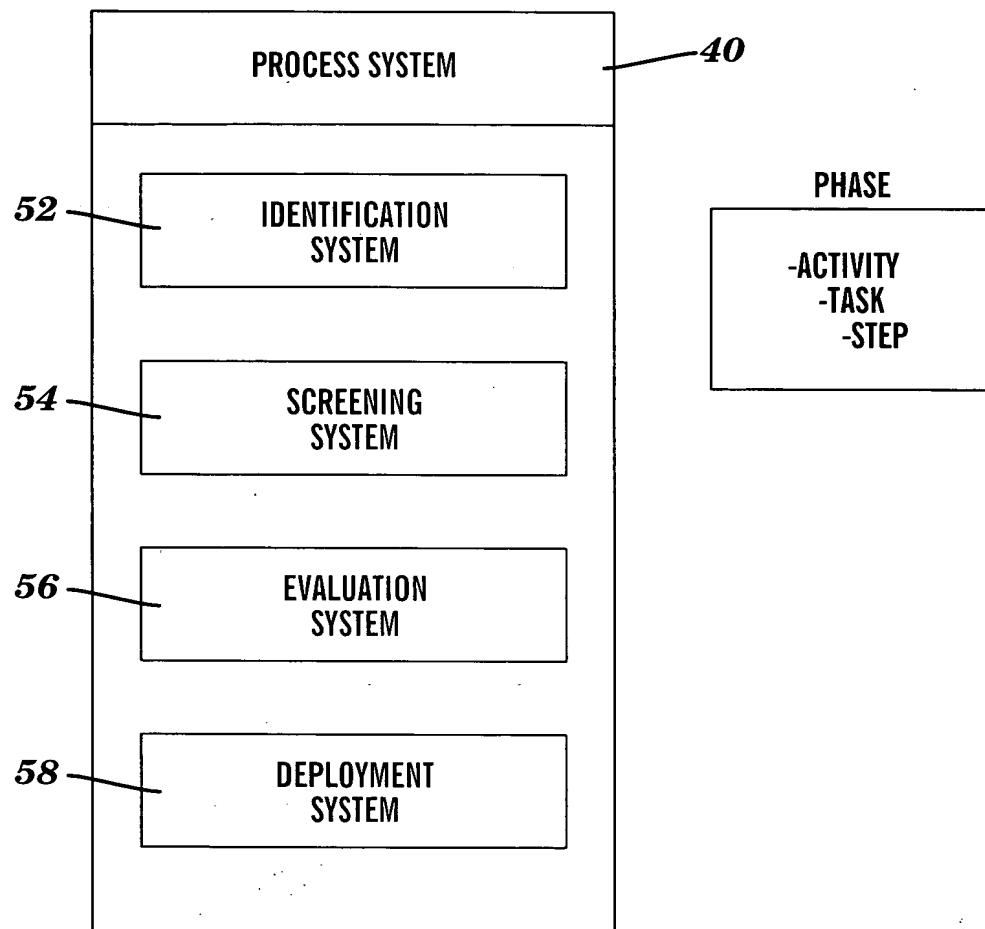


FIG. 3

66 68 70
/ / /
ALLIANCE PRICING EQUITY

✓	✓	✓	NVG	1. IDENTIFICATION — 60
✓	✓	✓		1.1 IDENTIFY OPPORTUNITY — 62
✓	✓	✓		1.1.1 RECEIVE CONTACT FROM VENTURE
✓	✓	✓		1.1.2 CONDUCT RESEARCH
✓	✓	✓		1.1.3 MEET NEW VENTURE
✓	✓	✓		1.1.4 GET IBM AGREEMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION (AECI)
✓	✓	✓		1.1.5 RECEIVE CONFIDENTIAL INFORMATION
✓	✓	✓		1.2 SUBMIT NVG TOOL — 62
✓	✓	✓		1.2.1 SEND NVG TOOL TO IBM TEAM
✓	✓	✓		1.2.2 ACQUIRE NVG TOOL
✓	✓	✓		1.2.3 COMPLETE NVG TOOL
✓	✓	✓		1.2.4 SEND TOOL TO NVG
✓	✓	✓		1.2.5 RECEIVE COMPLETED TOOL
✓	✓	✓		1.3 LOG OPPORTUNITY — 62
✓	✓	✓		1.3.1 POST NVG TOOL INTO TEAMROOM
✓	✓	✓		1.3.2 NOTIFY MANAGEMENT
✓	✓	✓		1.3.3 UPDATE NVG OPERATIONS DATABASE
✓	✓	✓		2. SCREENING — 60
✓	✓	✓		2.1 SCREEN OPPORTUNITY — 62
✓	✓	✓		2.1.1 SCORE OPPORTUNITY
✓	✓	✓		2.1.2 COMPLETE SCREENING STEPS
✓	✓	✓		2.1.3 COMPLETE SCREENING CHECKLIST
✓	✓	✓		2.2 MAKE GO/NO-GO SCREENING DECISION — 62
✓	✓	✓		2.3 LOG SCREENING RESULTS — 62
✓	✓	✓		2.3.1 UPDATE NVG TOOL IN TEAMROOM
✓	✓	✓		2.3.2 NOTIFY MANAGEMENT
✓	✓	✓		2.3.3 UPDATE NVG OPERATIONS DATABASE
✓	✓	✓		3. EVALUATION — 60
✓	✓	✓		3.1 EVALUATE OPPORTUNITY — 62
✓	✓	✓		3.1.1 COMPLETE EVALUATION STEPS
✓	✓	✓		3.1.2 PERFORM DUE DILIGENCE
✓	✓	✓		3.1.3 GAIN IGS INDUSTRY SECTOR EXECUTIVE SPONSORSHIP
✓	✓	✓		3.2 LOG STATUS — 62
✓	✓	✓		3.3 COMPLETE ALLIANCE AGREEMENT — 62
✓	✓	✓		3.3.1 DETERMINE CUSTOMER REQUIREMENTS/DESIRERS FOR THE ALLIANCE
✓	✓	✓		3.3.2 DETERMINE IBM REQUIREMENTS AND NEGOTIATION STRATEGY FOR ALLIANCE
✓	✓	✓		3.4 COMPLETE LEGAL REVIEW — 62
✓	✓	✓		3.4.1 AGREE TO TERMS AND CONDITIONS AND LANGUAGE
✓	✓	✓		3.4.2 ASSIST IN NEGOTIATION PROCESS
✓	✓	✓		3.5 COORDINATE PRICING — 62
✓	✓	✓		3.6 COORDINATE SYSTEM ASSURANCE — 62
✓	✓	✓		3.7 ARRANGE CO-MARKETING PLAN WITH CUSTOMER — 62
✓	✓	✓		3.7.1 DETERMINE OPTIMUM IBM MARKETING STRATEGY
✓	✓	✓		3.7.2 COMPLY WITH IBM MARKETING/BRANDING POLICY
✓	✓	✓		3.7.3 NEGOTIATE CO-MARKETING AGREEMENT WITH CUSTOMER
✓	✓	✓		3.8 COORDINATE TMC COLLABORATION WHEN NECESSARY — 62

66 68 70
/ / /
ALLIANC PRICING EQUITY

✓	✓	✓	3.8.1 DETERMINE IF TMC WILL PURSUE THE OPPORTUNITY	
✓	✓	✓	3.8.2 ASSIGN TMC MARKETING LEAD	← 64
✓	✓	✓	3.8.3 DEFINE AND EXECUTE CO-MARKETING STRATEGY	
✓	✓	✓	3.9 CONDUCT STEERING COMMITTEE REVIEW FOR GO/NO-GO DECISION	← 62
✓	✓	✓	4. DEPLOYMENT — 60	
✓	✓	✓	4.1 IMPLEMENT CONTRACT WITH CUSTOMER — 62	
✓	✓	✓	4.1.1 ENSURE PROPER INVOICING	← 64
✓	✓	✓	4.1.2 UPDATE INTERNAL SYSTEMS	
✓	✓	✓	4.1.3 IMPLEMENT ACCOUNTING TREATMENT	
✓	✓	✓	4.2 ESTABLISH PROJECT OFFICE — 62	
✓	✓	✓	4.2.1 BUILD STAFFING PLAN	
✓	✓	✓	4.2.2 REQUEST RESOURCES	← 64
✓	✓	✓	4.2.3 SELECT PROJECT OFFICE STAFF	
✓	✓	✓	4.2.4 SET UP CLAIM	
✓	✓	✓	4.2.5 COMMUNICATE STATUS TO MANAGEMENT	
✓	✓	✓	4.3 DEVELOP RISK ASSESSMENT PLAN — 62	
✓	✓	✓	4.4 DOCUMENT TEAM CHARTER — 62	
✓	✓	✓	4.4.1 IDENTIFY ALL KEY ROLES	
✓	✓	✓	4.4.2 IDENTIFY INTERIM EXECUTIVE & MANAGEMENT ROLES	← 64
✓	✓	✓	4.4.3 ESTABLISH OPERATIONAL ROLES AND OBJECTIVES	
✓	✓	✓	4.5 DOCUMENT PROJECT CHARTER — 62	
✓	✓	✓	4.6 DEVELOP WORK PLAN INCLUDING WBS — 62	
✓	✓	✓	4.7 DEFINE DEPLOYMENT SCORECARD — 62	
✓	✓	✓	4.7.1 MEASURE DEPLOYMENT STATUS AGAINST SCORECARD	← 64

FIG. 5

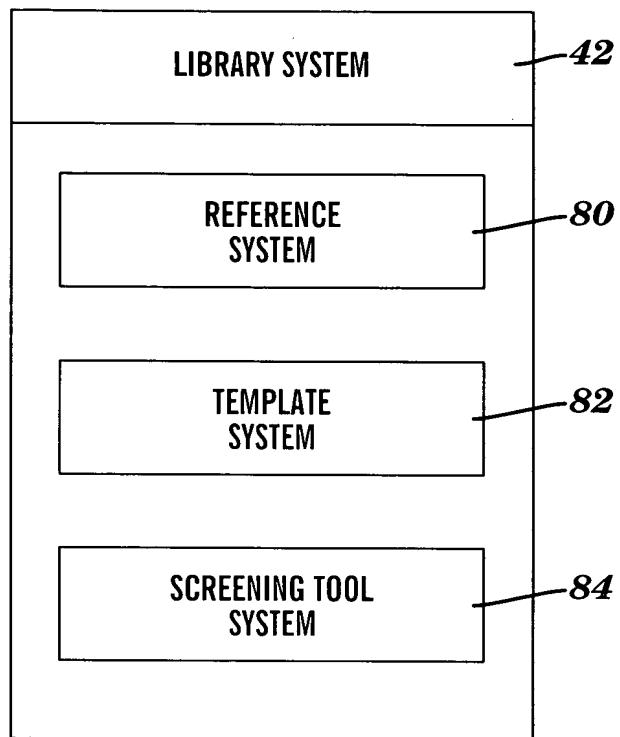


FIG. 6

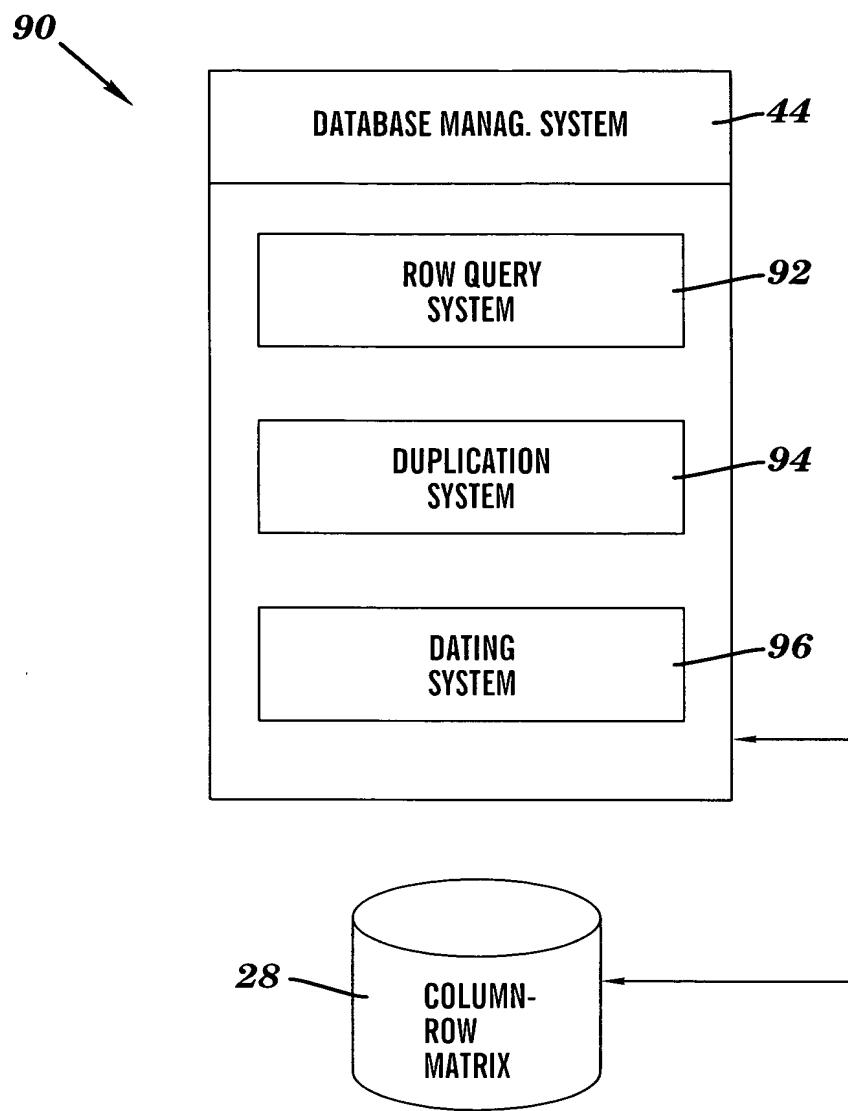


FIG. 7

Diagram illustrating the timeline and data for three venture companies (A, B, and C) from January to May. The timeline is marked with values 100, 102, 104, 106, 108, and 110. Venture Company A has data for all months: INITIAL in Jan, UPDATE1 in Feb, UPDATE2 in Mar, and UPDATE3 in Apr. Venture Company B has data for Feb and Mar: INITIAL in Feb, UPDATE1 in Mar. Venture Company C has data for Apr and May: INITIAL in Apr, INITIAL in May. Reference numbers 112, 114, and 116 are shown on the right side of the table.

	JANUARY	FEBRUARY	MARCH	APRIL	MAY
VENTURE COMPANY A	INITIAL	UPDATE1	UPDATE2	UPDATE3	
VENTURE COMPANY B		INITIAL	UPDATE1		
VENTURE COMPANY C				INITIAL	

100
102
104
106
108
110
112
114
116

FIG. 8

Diagram illustrating the timeline and data for three venture companies (A, B, and C) from January to May. The timeline is marked with values 100, 102, 104, 106, 108, and 110. Venture Company A has data for all months: INITIAL in Jan, UPDATE1 in Feb, UPDATE2 in Mar, and UPDATE3 in Apr. Venture Company B has data for Feb and Mar: INITIAL in Feb, UPDATE1 in Mar. Venture Company C has data for Apr and May: INITIAL in Apr, INITIAL in May. Reference numbers 112, 114, and 116 are shown on the right side of the table.

	JANUARY	FEBRUARY	MARCH	APRIL	MAY
VENTURE COMPANY A	INITIAL	UPDATE1	UPDATE2	UPDATE3	UPDATE3
VENTURE COMPANY B		INITIAL	UPDATE1		UPDATE1
VENTURE COMPANY C				INITIAL	INITIAL

100
102
104
106
108
110
112
114
116

FIG. 9

122

120

NVG OPERATIONS		<input type="checkbox"/> EDIT DOCUMENT	<input type="checkbox"/> CREATE LIBRARY ELEMENT	<input type="checkbox"/> DATA
		<input type="checkbox"/> LIBRARY	<input type="checkbox"/> ALL DOCUMENTS	
<input type="checkbox"/>	<input type="checkbox"/> BY ELEMENT TYPE <input type="checkbox"/> BY FILE TYPE <input type="checkbox"/> BY RESTRICTIONS <input type="checkbox"/> BY TITLE <input type="checkbox"/> WITH COMMENTS <input type="checkbox"/> PLAYBOOKS <input type="checkbox"/> VENTURES			
TITLE		ELEMENT TYPE	VERSION	RELEASE DATE
AGREEMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION (ACI)	TEMPLATE	3.4	10/08/2000	08/18/2000 02:37:41 PM
DESIGN DIAGRAM FOR NVG OPERATIONS DATABASE	DOCUMENT		10/08/2000	SHOWS RELATIONSHIPS AMONG DESIGN ELEMENTS, INCLUDING FORMS, SUBFORMS, DOCUMENTS, VIEWS, FOLDERS, SHARED ACTIONS, SHARED AGENTS, SCRIPT LIBRARY, AND DATABASE SCRIPT
GLOBAL INVESTMENT COUNCIL PROCESS	DOCUMENT		01/01/2000	PRESENTATION SHOWING PROCESS USED BY THE GIC
INTERIM NEGOTIATION AGREEMENT (INA) NVG AMERICAS OPPORTUNITY FLOW STATISTICS	TEMPLATE	3.1	08/18/2000	09/18/2000 02:37:20 PM BAR CHARTS OF THE MONTHLY OPPORTUNITY FLOW TO NVG FOR ALL OPPORTUNITIES AND FOR IBM/MERCER OPPORTUNITIES
NVG PLAYBOOK DIAGRAMS	DOCUMENT	2.0	10/04/2000	09/18/2000 02:37:59 PM DIAGRAMS IMBEDDED IN THE NVG PLAYBOOK. THIS DOCUMENT IS FOR PRESENTATIONS.
NVG SCREENING & EVALUATION TOOL	TOOL	4.2.2	09/01/2000	09/18/2000 02:37:05 PM TOOL USED TO SCREEN AND EVALUATE OPPORTUNITIES SUBMITTED TO NVG. GATHERS KEY DATA AND RECORDS DECISIONS AT EACH PHASE
RESOURCE REQUEST FORM	TEMPLATE		09/31/2000	09/18/2000 02:37:50 PM TEMPLATE FOR REQUESTING RESOURCES

FIG. 10

124

9/13
END920010038US1

130

132

NVG OPERATIONS		<input type="checkbox"/> EDIT DOCUMENT		<input type="checkbox"/> CREATE LIBRARY ELEMENT		<input type="checkbox"/> DATA	
ELEMENT TYPE	TITLE	VERSION	RELEASE DATE	FILE TYPES	RESTRICTIONS		
4 ▷ DOCUMENT (FOR REFERENCE ONLY)	GLOBAL INVESTMENT COUNCIL PROCESS	01/01/2000	FREELANCE	OTHER			
					(PRZ)		
	NVG PLAYBOOK DIAGRAMS	2.0	10/04/2000	POWERPOINT	IBM CONFIDENTIAL: DO NOT CLOSE OUTSIDE IBM (PPT)		
	DESIGN DIAGRAM FOR NVG OPERATIONS	3.4	10/08/2000	POWERPOINT	IBM CONFIDENTIAL: DO NOT CLOSE OUTSIDE IBM (PPT)		
	NVG AMERICAS OPPORTUNITY FLOW	3.1	10/16/2000	POWERPOINT	IBM CONFIDENTIAL: OK TO CLOSE WITH AEC (PPT)		
	STATISTICS						
3 ▷ TEMPLATE (TO BE COMPLETED OR CUSTOMIZED)	AGREEMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION (AECI)	08/18/2000	WORDPRO	LEGAL DOCUMENT: APPROVED BY IBM LEGAL STAFF (LWP)			
	RESOURCE REQUEST FORM	08/31/2000	WORDPRO	IBM CONFIDENTIAL: OK TO CLOSE WITH AECI (LWP)			
	INTERIM NEGOTIATION AGREEMENT (INA)	08/18/2000	WORDPRO	LEGAL DOCUMENT: APPROVED BY IBM LEGAL STAFF (LWP)			
1 ▷ TOOL (EXECUTABLE)	NVG SCREENING & EVALUATION TOOL	4.2.2	09/01/2000	1-2-3 (123)	IBM CONFIDENTIAL: DO NOT CLOSE OUTSIDE IBM (EXCEL (XLS))		

138

134

FIG. 11

142

140

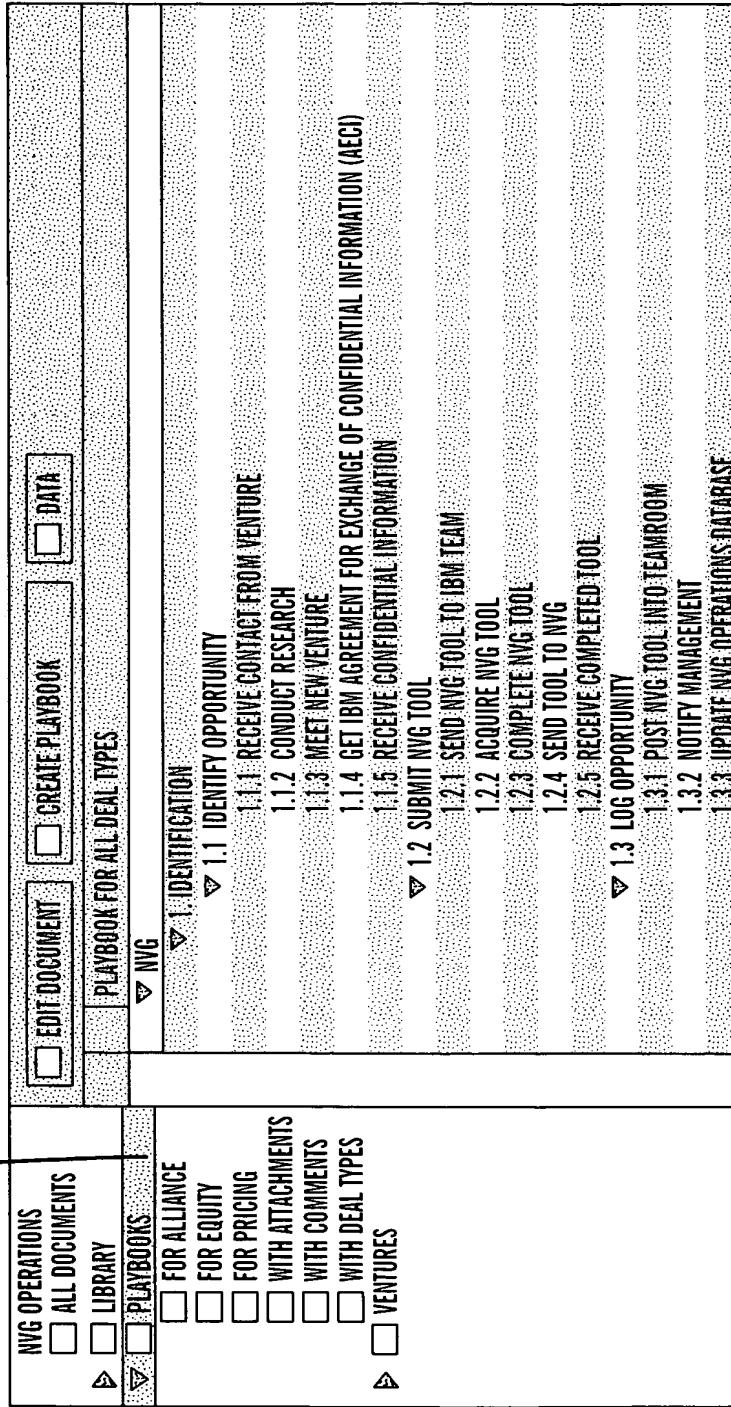


FIG. 12

144

150

NVG OPERATIONS		<input type="checkbox"/> EDIT DOCUMENT		<input type="checkbox"/> CREATE PLAYBOOK		<input type="checkbox"/> DATA	
		ALLIANCE	PRICING	EQUITY	PLAYBOOK		
<input type="checkbox"/> AL DOCUMENTS		✓	✓	✓	✓	✓	✓
<input type="checkbox"/> LIBRARY		✓	✓	✓	✓	✓	✓
<input checked="" type="checkbox"/> PLAYBOOKS		✓	✓	✓	✓	✓	✓
	▶	▶	▶	▶	▶	▶	▶
<input type="checkbox"/> FOR ALLIANCE		✓	✓	✓	✓	✓	✓
<input type="checkbox"/> FOR EQUITY		✓	✓	✓	✓	✓	✓
<input type="checkbox"/> FOR PRICING		✓	✓	✓	✓	✓	✓
<input type="checkbox"/> WITH ATTACHMENTS		✓	✓	✓	✓	✓	✓
<input type="checkbox"/> WITH COMMENTS		✓	✓	✓	✓	✓	✓
<input type="checkbox"/> WITH DEAL TYPES		✓	✓	✓	✓	✓	✓
	▶	▶	▶	▶	▶	▶	▶
<input type="checkbox"/> VENTURES	152	✓	✓	✓	✓	✓	✓
	▶	▶	▶	▶	▶	▶	▶

▶ WITH DEAL TYPES

152

- ▷ NVG
 - ▷ 1. IDENTIFICATION
 - ▷ 2. SCREENING
 - ▷ 3. EVALUATION
- ▷ 3.1 EVALUATE OPPORTUNITY
 - ▷ 3.1.1 COMPLETE EVALUATION STEPS
 - ▷ 3.1.2 PERFORM DUE DILIGENCE
 - ▷ 3.1.3 GAIN IGS INDUSTRY SECTOR EXECUTIVE SPONSORSHIP
- ▷ 3.2 LOG STATUS
- ▷ 3.3 COMPLETE ALLIANCE AGREEMENT
 - ▷ 3.3.1 DETERMINE CUSTOMER REQUIREMENTS/DESIRABLES FOR THE ALLIANCE
 - ▷ 3.3.2 DETERMINE IBM REQUIREMENTS & NEGOTIATION STRATEGY FOR ALLIANCE
- ▷ 3.4 COMPLETE LEGAL REVIEW
 - ▷ 3.4.1 AGREE TO TERMS AND CONDITIONS AND LANGUAGE
 - ▷ 3.4.2 ASSIST IN NEGOTIATION PROCESS
- ▷ 3.5 COORDINATE PRICING
- ▷ 3.6 COORDINATE SYSTEM ASSURANCE

158

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FIG. 13

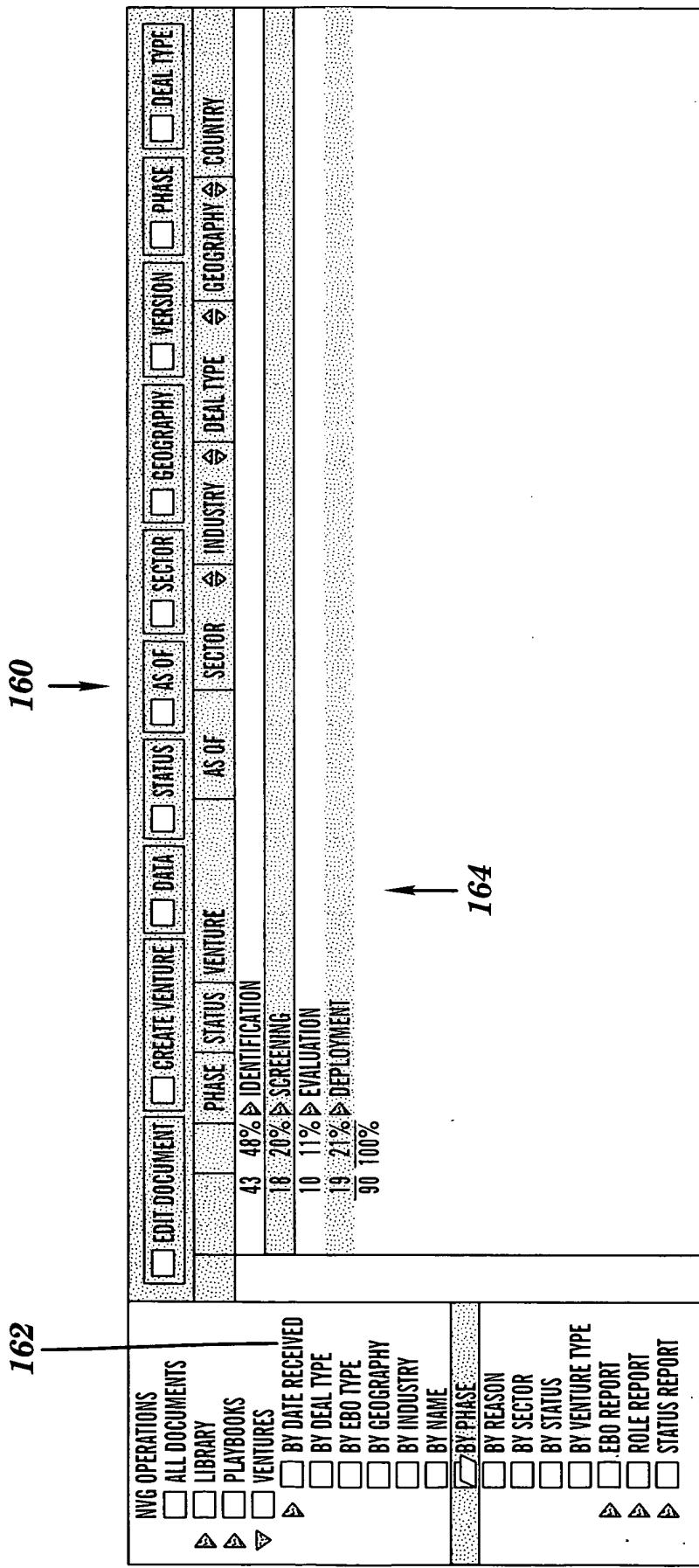


FIG. 14